Special Areas of Emphasis

July 2004 Joint Faculty Education Conference (JFEC)

Initial Assessment

Agenda

- SAE Definition/Process
- SAE Rules of Engagement
- 2004 Approved and recommended proposed SAE Laydown
- JFEC initial assessment and proposed

SAE Definition and Pr

SAE's highlight the concerns of OSD, the Services, combatant comm Defense Agencies and the Joint Staff regarding coverage of specific j subject matter in the PME colleges. They help ensure the currency a relevance of the colleges' JPME curricula and provide an independen view of what those curricula should address.

Ten SAEs are formulated annually through the JS J7 and approved by

Process: 1) Submit SAE's with justification for review
2) JFEC review; forward initial assessment to Fall MECC Wo
3) MECC Working Group review; JS J-7 forwards for DJS ap
4) Approved SAE list is distributed to the joint and Servic college and schools annually during January

SAE Rules of Engage

- **Proposed SAEs should not duplicate subject areas already covere joint learning areas and objectives nor should they address subje better handled via training programs--those designed to deliver d well-defined knowledge and skill sets essential to performance of tasks/ jobs.**

- **Colleges and schools will evaluate each SAE and, where they dee feasible and appropriate, incorporate them in their curricula; how inclusion is not required.**

Approved/ Submitted SAE I

2004 APPROVED SAEs	SAEs SUBMITTED FOR 2005
EFFECTS-BASED OPERATIONS (USJFCOM/USFK)	EFFECTS BASED OPERATIONS /EFFECTS BASED PLANNING (USJFCOM)
CONSEQUENCE MANAGEMENT (JFSC/USNORTHCOM)	HOMELAND DEFENSE, MILITARY ASSISTANCE TO CIVIL AUTHORITIES, AND THE GLOBAL WAR ON TERROR (USNORTHCOM)
ASYMMETRIC WARFARE (USSOCOM/JFSC)	COLLABORATIVE INFORMATION ENVIRONMENT (CIE) (USJFCOM)
INTEGRATION OF SPACE INTO MILITARY OPERATIONS (USSTRATCOM)	OPERATIONAL NET ASSESSMENT (USJFCOM)
STRATEGIC DETERRENCE (USSTRATCOM)	JOINT/COALITION INTERAGENCY COORDINATION GROUP (USJFCOM)
COUNTRY TEAM OPERATIONS (USSOCOM)	JOINT OPERATIONAL CONCEPTS (USJFCOM)
OPERATIONAL LAW (NWC)	JOINT FIRES INITIATIVE
EMPLOYMENT OF THE RESERVE COMPONENT (RC) (MULTIPLE)	GLOBAL STRATEGIC OPS (USSTRATCOM)
CIVIL-MILITARY RELATIONS AND OPERATIONS (OSD)	CBRN TRAINING SUPPORT (JS J8)
PEACE OPERATIONS (MULTIPLE)	STANDING JOINT FORCE HQS (USJFCOM)

July 04 JFEC SAE Initial Asse

2004 Approved SAEs	Recommended 2005 SAEs
EFFECTS-BASED OPERATIONS (USJFCOM/USFK) — Roll under	2 SJFHQ AND ENABLERS (USJFCOM)
CONSEQUENCE MANAGEMENT (JFSC/USNORTHCOM) — Break out into 3 SAEs	3 CONSEQUENCE MANAGEMENT/ MIL ASST TO CIVIL AUTHORITIES (NORTHCOM/JFEC)
1 ASYMETRIC WARFARE (USSOCOM/JFSC) — In curriculum	4 GLOBAL WAR ON TERROR (USNORTHCOM)
INTEGRATION OF SPACE INTO JMETF OPERATIONS (USSTRATCOM) — Change to	5 HOMELAND DEFENSE (USNORTHCOM)
PEACE OPERATIONS (MULTIPLE) — In curriculum	6 STABILITY OPERATIONS (MULTIPLE)
COUNTRY TEAM OPERATIONS (USSOCOM) — In curriculum	7 JOINT OPERATIONS CONCEPTS (USJFCOM/J7)
OPERATIONAL LAW (NWC) — In curriculum	8 GLOBAL STRATEGIC OPS (USSTRATCOM)
EMPLOYMENT OF THE RESERVE COMPONENT (RC) (MULTIPLE) — In curriculum	9 JOINT INTERAGENCY COORDINATION GROUP (USJFCOM)
CIVIL-MILITARY RELATIONS AND OPERATIONS (OSD)	10 COMBATING WEAPONS OF MASS DESTRUCTION (JS J8)

SAE #1 Asymmetric Warfare

Submitting Agency: USSOCOM, JFSC
Description:

Given US supremacy in conventional forces, few rational adversaries will deliberately seek a direct military confrontation with the US. Instead, future adversaries will likely employ asymmetric strategies involving innovative yet affordable weapons and tactics designed to weaken US resolve and its ability to use its superior conventional military capabilities. JPME curricula should enhance the understanding of asymmetric threats, as well as strategies for protecting US instruments of national power from these threats.

SAE #2 Standing Joint Force HQ Core Elemen

(New
Standing Joint Force HQ Core Element (SJFHQ CE)

Submitting Agency: USJFCOM

Description:

A full-time, joint command and control element that is part of the Combatant Commander's staff. The SJFHQ focuses on deliberate and crisis action planning and is a fully integrated participant in the Combatant Commander staff's day-to-day planning and operations activities. JPME curricula should provide students with an understanding of how the SJFHQ is cross-functionally organized and exploits new emerging concepts and technology to enhance the command's peacetime planning efforts, accelerate the efficient formation of a JTF HQ, and facilitate crisis response by the joint force. By providing the Combatant Commander the capability to provide a trained and ready joint team to a JTF HQs, prepared to employ transformational capabilities that improve the effectiveness and efficiency of operations, the quality and timeliness of JTF planning and operations will be enhanced. JPME should provide the education needed by joint officers to understand the importance of the SJFHQ (CE) as a componen

in improving overall command and control readiness to conduct crisis response operations and improving overall joint command and control

Enabler: Collaborative Information Environment (CIE)

Submitting Agency: USJFCOM

Description:

The CIE, a key enabler of the joint, combined and interagency operations, is the integration of individuals, organizations, systems, and processes for the common purpose of creating and sharing the data, information, and knowledge necessary to rapidly plan, execute, and assess joint operations. JPME must develop courseware that challenges students to investigate the challenges and potential solutions provided by CIE as a medium that transforms a collection of networks into a “cyber environment” to support mission accomplishment. Specific collaborative tools, organizations, and databases are added to and eliminated from the CIE as the task or mission requires. CIE enhancements are intended for all joint operations. A related concept, Virtual Information Environment (VIE) should be examined to investigate how leaders can use multiple sources of information, simultaneously, to enhance decision-making.

SAE #2 Standing Joint Force HQ Core Element

(New

Enabler: Operational Net Assessment (ONA)

Submitting Agency: USJFCOM

Description:

JPME curricula should enhance the importance of understanding today's complex, interconnected operational environment from a systems perspective. ONA is one tool and process to develop that perspective. ONA is an integration of a process that helps build common situational awareness which includes a support tool that supports operational and tactical level planning, operations and assessment; a product based on a systems understanding of the operational environment in the form of a common, shared, relevant data base and a network of people who collaboratively develop this knowledge base. Students need to appreciate how ONA fuses people, processes, and tools that use multiple existing information sources and collaborative analysis to build shared knowledge of the adversary, the environment and ourselves. Also, the assessment must be examined thoroughly in the context of a holistic approach used to understand key relationships, dependencies, and vulnerabilities within and across political, military, economic, social, information and economic systems that make up today's interconnected battlespace. From that understanding, leverage points, to include key links and nodes, can be identified to influence adversary capabilities, perceptions, and decision making. Knowledge of the adversary is combined with knowledge of friendly capabilities to develop a range of options from which decision makers can choose to achieve desired outcomes. An ONA complements, does not replace, intelligence preparation of the battlefield (IPB) products.

SAE #2 Standing Joint Force HQ Core Element

Enabler: Effects-based Planning/Effects-based Operations (EBP/EBO)

Submitting Agency: USJFCOM

Description:

Effects-based planning represents an enhancement to the current planning process that emphasizes the clear linkage of desired objectives to the effects within the operational environment, characterized as an integrated system-of-systems -- political, military, economic, social, infrastructure, and information (PMESII), that must be created to achieve those objectives. It further links the individual joint, combined, interagency actions, associated with the diplomatic, information, military, and economic (DIME) instruments of national power that are required to create the behavioral or capabilities within those systems necessary to achieve those effects. JPME curricula should provide an understanding of how EBP forms the basis of a campaign analysis process that considers the complexity of the modern battlespace and dynamic, adaptive nature of the adversary. EBP is facilitated by a CIE and systems understanding of the operational environment developed during the ONA development process. EBP seeks to look at the entire operation, from setting conditions through transition to peace, to ensure all actions support overall objectives. Curricula should also provide students an appreciation of how Effects-based operations are planned, executed, assessed, and adapted based on a holistic understanding of the operational environment, in order to influence or change system behavior or capabilities using the integrated application of selected instruments of power to achieve directed policy aims.

SAE #3 Consequence Management (
Military Assistance to Civil Authoriti
(New

Submitting Agency: USNORTHCOM
Description:

With the increased threat of terrorist attack and the use of Weapons of Mass Destruction (WMD) against the United States the need for the Department of Defense (DoD) to be more familiar with CM/MACA operations is imperative. Emphasis should be placed on the interagency aspect of CM/MACA, particularly the interaction between DoD/ USNORTHCOM and federal, state and local agencies. Specific topics should include the interaction between DoD and the Department of Homeland Security (DHS), the Mission Assignment (MA) and Action Request Form (ARF) process.

SAE #4 Global War on (New

Submitting Agency: USNORTHCOM
Description:

Since the September 11, 2001 attacks, international terrorism has come to the forefront of US National Security issues. US military forces have played a critical role in the global war on Terrorism, however, DoD must explore additional ways to identify and assess various terrorist groups. Moreover, the military must evaluate its roles and functions in prosecuting these adversaries at home and abroad. Finally, these counterterrorism operations must be examined thoroughly in the context of all elements of US national power and the interagency working group process.

SAE #5 Homeland De
(New

Submitting Agency: USNORTHCOM
Description:

The mission of US Northern Command is homeland defense (HD) which entails deterring, preventing and defeating threats and aggression aimed at the United States, its territories and interests within its area of responsibility. Homeland Security (HS) is the concerted national effort to prevent terrorist attacks within the US, reduce US vulnerability to terrorism, and minimize the damage and recover from attacks that do occur. JPME curricula should enhance the understanding of both HD and HS, to include policies, organizations involved, the nature of the threat, and the overall tactics, techniques, procedures and roles of DoD.

SAE #6 Stability Operations (New

Submitting Agency: Multiple
Description:

Executing the National Security Strategy involves engaging crises with a variety of responses including stability operations that are multi-agency operations involving all instruments of national and multinational action, including the international humanitarian and reconstruction community to support major conventional combat operations if necessary; establish security; facilitate reconciliation among local or regional adversaries; establish the political, social, and economic infrastructure; and/or facilitate the transition to legitimate, local governance. The decision to conduct a stability operation is based on US and international laws, however, the culture and norms of the affected nation influence how the operation is conducted. JPME curricula should challenge students to investigate the challenges and potential of focusing more intellectual effort on stability operations and the environments, especially regarding failed states in which they will be conducted. Also, the operations must be examined thoroughly in the context of all elements of US national power and the interagency working group process.

SAE #7 Joint Operations Concep

(New

Submitting Agency: Joint Staff J7/ USJFCOM
Description:

Joint Operations Concepts (JOpsC). The JOpsC is an overarching description of how the future joint force will operate 10-20 years in the future in all domains across the range of military operations within a multi-lateral environment in collaboration with interagency and multinational partners. Within JPME, discuss how JOpsC guides the development of future joint concepts that will lead to future joint force capabilities. Examine how the JOpsC establishes the unifying framework for the family of joint concepts. Discuss the attributes and broad strategic and operational tasks for the future joint force and their relevance. Examine the campaign framework for future operations and determine its feasibility. Discuss how JOpsC will serve as the conceptual foundation for unified action to implement the military aspects of national strategy. The JOpsC is scheduled for a revision every two years with the next revision due in March 2005.

SAE #8 Global Strategic Operations (New

Submitting Agency: USSTRATCOM

Description:

The events of September 11, 2001 and the ensuing war on terrorism, as well as the new defense strategy articulated in the 2001 Quadrennial Defense Review, precipitated a change to the Unified Command Plan (UCP). On October 1, 2002 two commands, USSPACECOM and USSTRATCOM disestablished and the 'new' USSTRATCOM stood up giving the President and the Secretary of Defense a unified resource for greater understanding of specific threats around the world and the means to respond to those threats rapidly. Global Strategic Operations establishes and provides full-spectrum global strike, coordinated space and information operations capabilities to meet both deterrent and decisive national security objectives. It encompasses the synergy of the US legacy nuclear command and control mission and the recently integrated space missions with four previously unassigned missions: global strike; Defense Department information operations; global missile defense; and global command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR). JPME curricula should provide joint officers with an understanding of these previously unassigned missions.

SAE #9 Joint Interagency Coordination Gr

(New

Submitting Agency: USJFCOM
Description:

A JIACG is composed of US Government (USG) civilian and military experts who are typically located with the combatant command HQ. The JIACG composition is tailored to meet the needs of the supported commander and enhances the Combatant Commander's capability to collaborate with other USG civilian agencies and departments. An examination of how the JIACG helps to integrate interagency perspective to military planning from the beginning of planning and throughout the execution and assessment process should be included in JPME. Joint officers should understand how COCOM and component planners will collaborate with the JIACG during peacetime Operational Net Assessment (ONA) development and will facilitate the JTF HQ interface with the JIACG during joint operations. JIACG's have been established in some of the Combatant Commands; organized and utilized according to the needs of each combatant commander, as the organization evolves, standardized structures and processes are likely.

SAE #10 Combating Weapons of Mass

(New

Submitting Agency: Joint Staff J-8
Description:

The proliferation of weapons of mass destruction (WMD) is a global problem that routinely crosses combatant commands' geographical boundaries. The challenge of combating WMD necessitates an integrated and dynamic approach that leverages activities of three pillars: nonproliferation (NP), counterproliferation (CP), and weapons of mass destruction consequence management (WMD CM). WMD in the possession of non-state actors could potentially kill large numbers of people without warning. The nexus between non-state actors and WMD constitutes one of the Department of Defense's top priorities. The success of combating WMD depends on how effectively combatant commanders apply all three pillars against WMD challenges. Leaders must receive a thorough understanding of WMD, the associated problems with dual-use materials, and those Toxic Industrial Materials (TIMS) that can produce WMD-like effects, during their PME. This education must be entwined within the strategic and operational framework so it becomes an anticipated and manageable part of the battlespace. The challenge is not to make Combating WMD education a stand-alone topic but to integrate into all aspects of operations, planning, and the decision making process.

2004 Special Areas of Emphasis Descriptions

SAE #1 Peace Operations

Description:
Executing the National Security Strategy involves engaging crises with a variety of responses including peace operations that encompass peace enforcement, peacekeeping missions, and their subsets. The decision to conduct a peace operation is based on US and international laws. However, the culture and norms of the affected nation influence how the operation is conducted. The US military must focus more intellectual effort on the operations and the environments, especially regarding failed states in which they will be conducted. Also, the operations must be examined thoroughly in the context of all elements of US national power and the interagency working group process.

SAE #2 Civil Military Relations and Operations

Description:
This concept has significantly evolved over the past few years as the result of its emerging importance in military operations - not just peace operations. Discussion of procedures that guide the organization and tasks for implementation of a US unilateral and multinational Civil-Military Operations Center (CMOC) should be included in the JPME curricula. For example, if the military presence in a mission is minimized—primarily a humanitarian effort—what role should the military play in CMOC operations?

SAE #3 Employment of the Reserve Component

Description:
The integration of the Reserve Component (RC) into the Total Force plan has enhanced US warfighting capabilities while streamlining the force structure. Active duty officers need a better understanding of the capabilities the RC contributes to the COCOMs and JTF commanders and how those forces are activated and deployed as well as limitations / implications associated with activation and deployment. Examine mobilization authority levels based on "best fit" force mix.

SAE #4 Asymmetric Warfare

Description:
Given US supremacy in conventional forces, few rational adversaries will deliberately seek a direct military confrontation with the US. Instead, future adversaries will likely employ asymmetric strategies involving innovative yet affordable weapons and tactics designed to weaken US resolve and its ability to use its superior conventional military capabilities. JPME curricula should enhance the understanding of asymmetric threats, as well as strategies for protecting US instruments of national power from these threats.

SAE #5 Integration of Space into Military Operations

Description:
Space is critical to both the military and economic instruments of power and space control is critical to ensure access to and freedom of action in space and to protect space system support for land, sea, and air forces. Space is emerging as an area of vital national interest. USSTRATCOM must be prepared to protect and defend this interest. Our dependence on space capabilities may offer our adversaries an asymmetric strategy to attack our military forces. DOD must guard against having our dependence on space capabilities turn into [a] vulnerability. Protecting our freedom to use space and maintaining an ability to deny an enemy's use of space is growing increasingly more important. JPME should provide the education needed by joint officers to understand [and] employ space systems properly.

SAE #6 Strategic Deterrence (Rewritten)

Description:

Strategic Deterrence endures as a fundamental component of US National Security and National Military Strategies. An understanding of the forces that support deterrence, the dynamic global security environment, the proliferation of Weapons of Mass Destruction (WMD) and asymmetrical adversarial strategies, especially as they apply to Homeland Defense (HLD) and Homeland Security (HLS) concerns, is key to the success of our future leaders. Because US nuclear forces have remained fairly static while the global environment continued to change, US leadership undertook comprehensive reviews of strategic forces and their respective roles in this new environment. JPME should inculcate an understanding of the results of these reviews, subsequent national direction, the creation of US Northern Command (USNORTHCOM) and its strategic deterrent role in the Global War on Terrorism (GWOT), and the effects of all these on the future of US strategic thought. While the concept of strategic deterrence is constrained by a non-testing regime for certifying nuclear arsenal reliability, a lack of modernization activities in both our strategic and nuclear forces, and future nuclear arms reductions, inclusion of this topic as an area for special emphasis would be highly value added.

SAE #7 Consequence Management

Description:
The expanding challenges for developing plans and implementing responses for WMD threats and activities at home and abroad must be integrated into joint planning. JOPES mission planning prescribes the development of a consequence management annex to OPLANs. However, there is limited doctrine, training, or practical experience in consequence management operations. JPME must develop courseware that challenges students to investigate the challenges and potential solutions to consequence management missions within CONUS and OCONUS.

SAE #8 Operational Law (USSOCOM addition)

Description:
Operational law is that portion of international law and US federal law which affects the planning and execution of joint military operations. For all operations, joint force planners must apply various international legal restraints on navigation and overflight across land, air and sea boundaries. For operations involving international hostilities, planners must know the limited authorizations under the UN Charter for the use of force against another nation as well as the numerous obligations under the law of armed conflict. In planning and executing theater strategy and campaigns involving military operations other than war, joint force planners must comprehend the authorizations and restrictions of US federal law for the use of the military outside its national defense role. Given the intense interagency environment inherent in the GWOT, US military planners must also have a thorough understanding of USC Title 10, Title 22, Title 50 and the language included in the Presidential Decision Directives (PDDs) still in force and the National Security Presidential Directives (NSPDs) which have replaced PDDs. The USC, PDDs and NSPDs establish the boundaries, expectations and authorities to coordinate activities between the elements of US national power. Ignorance of these laws and policies can generate unnecessary and time-consuming misunderstandings thereby impeding rapid interagency action.

SAE #9 Effects-Based Operations (New)

Submitting Agency: USFK/JFCOM

Description:

Effects-Based Operations (EBO), a process for obtaining a desired strategic outcome or "effect" through synergistic and cumulative application of Diplomatic, Information, Military and Economic means at all levels of conflict, is being adopted and developed by US military organizations worldwide. Based on its evolving application at all echelons worldwide, EBO should be included in the JPME curricula.

SAE #10 Country Team Operations (New)

Submitting Agency: USSOCOM

Description:

The Global War on Terrorism (GWOT) will result in a greater number of time-sensitive, often short notice, interactions between DOD elements and US embassies around the world. DOD teams need to understand more than the basic embassy structure. Instead, DOD leaders must gain an appreciation for the relationships, authorities, responsibilities and limitations within the Country Team major functional areas. Special attention should be placed on the different roles of the Chief of Mission, Chief of Station, Regional Security Officer, Legal Attaché and Defense Attaché especially in relation to gaining Host Nation acceptance of desired US national objectives. Students need to appreciate the military concept of a "chain of command" does not apply in embassies; instead, decisions often depend on interagency "negotiation" and consensus building. A related learning objective is to examine the relationship dynamics between the Ambassador / Chief of Mission (as the President's personal representative in the Host Nation) and the Theater Combatant Commander (to include the possibility of USSOCOM-commanded missions that cross theater or country boundaries).